



Robin Arnold-Williams
Secretary

A Letter from the Secretary

This strategic planning discussion actually started in June 2005 with our Executive Leadership Team, soon after I joined the Department of Social and Health Services. We took the opportunity to think about how we should advance our social services in this changing environment and make Washington State a better place for people to live.

It is important for us to scan the horizon of new demands of our customers, and identify how our service delivery systems should respond to these new trends.

It is our job to guide our programs, stakeholders, and services partners through new options that can address emerging conditions. The challenge for us is to be flexible and responsive to the changing environment in which we operate.

We don't always get the resources that we need to accomplish everything identified in the strategic plan. Regardless, we need to continue our efforts to be the strong steward of the public dollars, be accountable for our performance, and offer our leadership in building public trust.

To be effective in what we want to accomplish, we need to do a better job in preventing and managing potential risks that could affect our clients, our staff, or the public. This is why we are taking steps to strengthen our risk management practices in the department.

In addition, we are also using more evidence-based practices to improve the outcomes of our services and treatments. It is critical for us to identify and implement best practices so we can achieve better outcomes.

Most importantly, we need to create the capacity and partnerships that can help us reach our goals. The Government Management Accountability and Performance (GMAP) process initiated by Governor Gregoire has helped us see the gaps and get the results.

I want to thank my Executive Leadership Team and their staff members for developing this plan. I hope this document can help us communicate our goals with our staff, stakeholders and service partners as we move forward.

Robin Arnold-Williams

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